Apache helicopters at a forward arming and refueling point.

from the 4224th U.S. Army Hospital treated more than 2,000 patients in Mariquita, Colombia. Army National Guard personnel also participated in MEDRETEs, with deployments to Guatemala, Costa Rica, and Ecuador. The Army also continued its work in Haiti last year under authority of Operation Uphold Democracy. Through the end of January 2000, approximately 200 deployed soldiers performed security missions as well as medical and civil assistance projects in support of this operation. In the Ukraine, USAREUR's 30th Medical Brigade provided surplus Army medical equipment to civilian hospitals in Operation Provide Hope. From August through October 1999, Army personnel delivered equipment and instructed Ukrainian personnel on its use. Through the professional work of its soldiers, the Army fostered good will while training and enhancing America's credibility abroad last year.

Responding To Crises

While engagement activities foster conditions that prevent and deter wars, the Army's core function is to remain ready to respond anywhere in the world to fight and win the Nation's wars. The deployment of combat forces to Kuwait, Albania, and Kosovo in FY1999 validated the Army's readiness to respond and provided important lessons to enhance future operational deployments. Other emergency deployments arising from the Balkan crisis, Hurricane Mitch, and the unrest in East Timor underscored the Army's responsiveness and utility.

Operational Deployments

In November 1998,the United States and its allies conducted Operation Desert Fox, four days of bombing operations in response to Iraq's failure to comply with UN resolutions. The crisis erupted while the Army had two mechanized battalion task forces and an aviation task force training with Kuwaiti forces. The Army quickly deployed additional forces. Under control of Combined/Joint Task Force—Kuwait, these ground forces deterred Iraq from using the strikes as an excuse to move against Kuwait. The rapid buildup of this potent force highlighted the value of the Army's training and equipment prepositioning programs.

The Army also employed forces in support of the NATO bombing campaign against Yugoslavia from March to June 1999. In addition to providing nearly 200 augmentees to Joint Task Force (JTF) Noble Anvil, the Army deployed a 5,000-soldier strong task force—TF Hawk—to Albania in April to provide Army-specific capabilities for campaign planners. These soldiers demonstrated the Army's ability to deploy forces anywhere in the world, overcoming the most difficult terrain and weather conditions. The deployment of this warfighting force not only sent a clear signal of the coalition's resolve, but also put a capable force into position to participate in the peace implementation operation.

When U.S. forces crossed into Kosovo to begin the difficult task of bringing stability to the province, the Army led the way. Elements of the 1st Infantry Division (ID) have provided the

1st Infantry Division soldiers on patrol in Kosovo.

bulk of the U.S. contingent, dubbed TF Falcon, since the peace implementation operation began in June 1999. On a daily basis, American soldiers are face-to-face with the people of Kosovo, doing the dangerous and difficult work of

disarming former combatants, resettling refugees, protecting minority populations from retribution, and setting the context for building the democratic institutions of civil society. In addition to the contribution of its U. S. elements, TF Falcon is providing command and control for more than 3,100 Greek, Polish, Russian, Ukrainian, United Arab Emirates, Jordanian, and Lithuanian soldiers. Together, this combined force conducts patrols, operates roadblocks and checkpoints, and guards key facilities in the designated U. S. sector. As it has in Bosnia, the Army is leveraging its diverse skills to provide a force tailored to this challenging mission.

In addition to providing forces for missions such as those in the Balkans, Southwest Asia, and the Sinai, the Army led U.S. efforts to assist the nations of Central America in the wake of Hurricanes Georges and Mitch last year. The XVIII Airborne Corps, with RC augmentation in critical specialties, deployed more than 4,000 soldiers to help alleviate the immediate suffering caused by Hurricane Mitch. Dubbed Operation Strong Support, this effort lasted from November 1998, until January 1999. It provided aviation, logistics, emergency evacuation, engineer assessment, road repair, and medical care for affected areas in Honduras, Nicaragua, El Salvador, and Guatemala. Operation Strong Support was followed immediately by the annual Exercise New Horizons, which was enhanced to provide continuing, comprehensive assistance to Central American and Caribbean nations devastated by Hurricanes Georges and Mitch. More than 20,000 RC soldiers worked on civil projects designed by the Department of State (DoS) and operated medical support sites for the local populace from January through August 1999. In all, American soldiers provided medical treatment for more than 100,000 local civilians and either built or repaired 33 schools, 12 clinics, 27 high-capacity wells, 26 bridges, and 175 kilometers of road.

Beginning in September 1999, the Army also engaged in operations in Indonesia. American soldiers performed critical medical, intelligence, communications, and CA tasks as part of the U.S. contingent supporting Operation Stabilize. The rapid deployment of soldiers in these key specialties was a noteworthy contribution to this important operation.

An ARNG bulldozer installs culverts over Rio San Juan in Honduras during Exercise New Horizons.

Support for Domestic Authorities

Throughout the year, the Secretary of the Army's role as the Department of Defense (DoD) Executive Agent for Military Support to Civil Authorities kept the Army in the forefront here at home. In fact, the Army coordinated military support to civil authorities on 38 separate occasions during FY1999. Army National Guard soldiers responded an additional 257 times during FY1999, providing support at the state and local level as the Nation's first line of military response to domestic disasters. Whether responding to tornadoes in Oklahoma, wild fires in California, or hurricanes along the eastern seaboard, the Army's timely and comprehensive efforts were vital to the Federal Emergency Management Agency's (FEMA) response capability.

Soldiers deliver bottled water in North Carolina in the aftermath of Hurricane Floyd.

Preparing Now for the Future

The Army worked hard in FY1999 to balance global shaping and responding operations with the imperative of preparing for an uncertain future. Remaining trained and ready to fight and win the Nation's war—our first priority—demanded extensive efforts to resource, plan, and conduct realistic training. Smaller-Scale Contingency operations abroad generated additional training and operational requirements, added to wear and tear on equipment, and increased personnel operating tempo (PERSTEMPO). Faced with a dynamic international security environment, increased commitment of the Army abroad, and the requirement to prepare for an uncertain future, the Army's senior leaders announced a new Vision for the Army in October 1999. Described more fully in Chapter 2, the Vision will guide the Army's transformation into a more responsive, deployable, agile, versatile, lethal, survivable, and sustainable force:a force designed to meet the challenges of frequent operations in an uncertain international security environment and achieve dominance at every point on the spectrum of operations.

The Army also conducted other activities last year to prepare for an uncertain future, including a rigorous program of training, deployments, and exercises; establishment of new multi-component organizations; and continued emphasis on strategic mobility, missile defense, domestic preparedness, and information assurance.

Preparing to Respond

Staying ready to respond requires a rigorous training program. To that end, the Army conducted training at home station, deployments to combat training centers (CTCs), and major joint and combined training exercises last year. Home station training ranged from individual and small unit training to major exercises at brigade and division level. Having honed their skills at home station, some 82,000 soldiers were able to participate in 47 CTC rotations in FY1999. These rotations afforded our soldiers the opportunity to conduct sustained operations against a highly skilled opposing force under realistic conditions. Some rotations were also tailored to prepare units for contingency operations in the Balkans. In addition to home station and CTC training, major joint and combined training deployments, such as Exercises Cobra Gold in Thailand, Ulchi Focus Lens in Korea, and Bright Star in Egypt, offered

U.S. and Thai soldiers scramble out of helicopters during Exercise Cobra Gold 1999.

valuable opportunities for leaders to execute deployment plans and conduct operations upon arrival. The experience and proficiency gained by planning, resourcing, and conducting these exercises is essential to preserving near-term readiness and training tomorrow's leaders.

Integrated Divisions and Multi-component Units

Whether deploying today or building organizations to prepare for tomorrow, the integration of AC and RC forces is essential to the employment of the Army. The establishment of two integrated divisions in 1999, the 24th ID (Mechanized) (M) (-) and the 7th ID (-), signaled our ongoing commitment to the seamless employment of all components. These divisions each combine an AC division headquarters with three ARNG enhanced Separate

Whether deploying today or building organizations to prepare for tomorrow, the integration of AC and RC forces is essential to the employment of the Army.

Brigades (eSB). The 24th ID (M) (-) has its headquarters at Fort Riley, Kansas, and includes mechanized eSBs from North Carolina, South Carolina, and Georgia. The 7th ID (-) has its headquarters at Fort Carson, Colorado, and includes infantry eSBs from Arkansas, Oklahoma, and Oregon. While these units are not deployable as divisions, the full-time planning and training management support of the AC

Strategic projection of Army capabilities requires adequate airlift, sealift, and mobility infrastructure.

headquarters will enhance the readiness of the assigned eSBs.

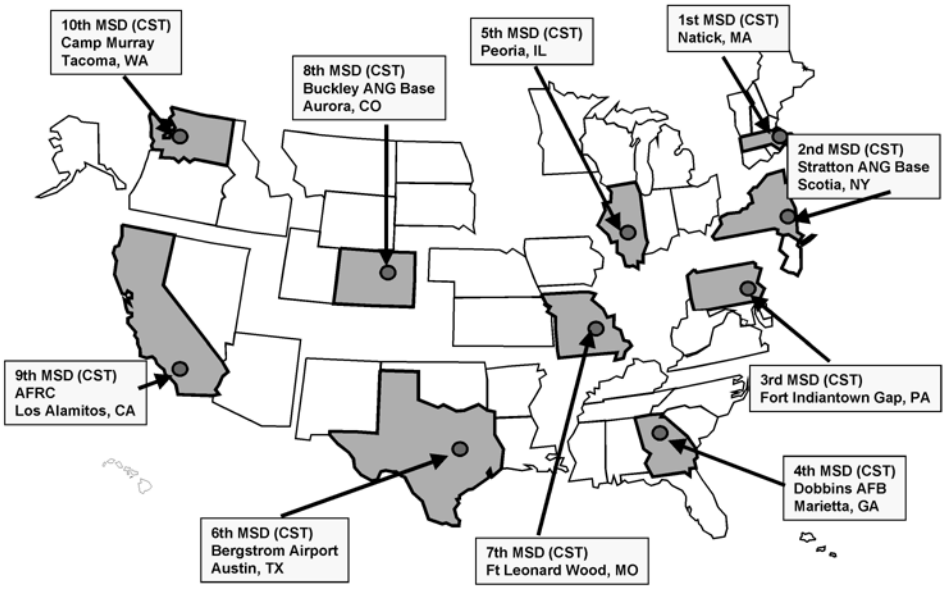
The Army also expanded the number of other multi-component units in its force structure last year. The new Division XXI design for armored and mechanized divisions, described in Chapter 3, includes authorizations for 515 RC soldiers within the divisional force structure. During FY2001,51 units will activate as multi-component organizations. Two of these units will be under the command and control of the ARNG, seven will be under the command and control of the USAR, and the remaining 42 will be under the command and control of the AC. By embracing the indispensable contribution of the RC, the establishment of these units will facilitate the integration of administrative systems and enhance the responsiveness of the Army.

The Army Strategic Mobility Program

The Army Strategic Mobility Program (ASMP) is a comprehensive program that addresses infrastructure requirements, such as rail, highway, port, and airfield improvements, to facilitate movement of personnel and equipment from bases in the continental United States (CONUS) to air and sea ports of embarkation. Infrastructure and equipment improvements focus on designated CONUS Power Projection Platforms, including 15 installations, 14 airfields, 17 strategic seaports, and 11 ammunition depots and plants.

Under ASMP, the Army also monitors the procurement of the Air Force's C17 Globemaster III aircraft and additional Navy Roll-On/Roll-Off (RO/RO) ships to correct the shortfall in strategic lift required to meet Army deployment requirements. Currently 56 of the required 134 C17s have been delivered. The Navy has awarded contracts for 19 Large, Medium-Speed, Roll-On/Roll-Off (LMSR) ships; ten of them have been delivered. Eventually, eight of these ships will be used for afloat prepositioning and the other 11 to increase surge sealift capability. Congress has appropriated funds to construct a twentieth LMSR.

The Army's Global Prepositioning Strategy further strengthens rapid deployment capabilities by prepositioning heavy brigade sets of unit equipment in different strategic regions of the world. Army Materiel Command currently manages seven prepositioned brigade sets (with an eighth planned). One set is currently prepositioned afloat, ready for rapid transport to likely crisis areas. The combination of the Army's investments in infrastructure and the procurement requirements identified by the Mobility Requirements Study (MRS) significantly enhance the



Military Support Detachment Civil Support Teams around the Nation stand ready to support civil authorities in the event of a disaster involving weapons of mass destruction.

Nation's capability to deploy Army forces rapidly.

Missile Defense and Domestic Preparedness

The Army was also active in missile defense and domestic preparedness last year, experiencing significant successes in the national and theater missile defense programs under its purview. As the executive agent for the development of the dedicated national missile defense (NMD) ground-based elements, the Army supported the Joint Program Office for NMD in the initial hit-to-kill flight test of the Exoatmospheric Kill Vehicle (EKV) in early October 1999. The EKV correctly discriminated between a reentry vehicle and another object, tracking and destroying the reentry vehicle. In the theater missile defense (TMD) realm, both the Patriot Advanced Capability-3 (PAC-3) and Theater High Altitude Area Defense (THAAD) programs had successful intercepts last year as well. The success of the PAC-3 upgrade capitalizes on the Nation's investment in the Patriot system, the only fielded U.S. system capable of defeating theater ballistic missiles (TBM). While PAC-3 will provide enhanced lower-tier TMD in the short term, THAAD's two successful intercepts were encouraging milestones on the road to upper-tier protection as well. Together, PAC-3 and THAAD promise critical protection against the TBM threat.

As the Executive Agent for the DoD WMD Domestic Preparedness Program,the Army supported the federal training team in providing "train-the-trainer" instruction to 35 cities last year. Overall, more than 20,000 people in 67 cities had received this training by the end of FY1999. The Army continues to support the interagency effort bringing the Domestic Preparedness Program to the 120 largest cities within the United States.

To further enhance the Nation's capability to respond to WMD incidents, special teams consisting of Army and Air National Guard personnel were established last year. Ten Military Support Detachment (MSD) Civil Support Teams (CST) were trained and activated. These CST, each consisting of 22 full-time ARNG or Air Guard personnel, are aligned with the 10 FEMA regions and stand ready to support civil authorities in the event of a disaster involving WMD. In addition to this effort, the USAR began training its chemical and logistical units to provide augmentation in the event of a WMD emergency. The rapid development of this critical capability is a significant contribution to national security.

Information Assurance

In response to expanding information warfare capabilities around the world, the Army has implemented a comprehensive Network Security Improvement Program (NSIP). The NSIP includes policies and procedures, state-of-the-art technological security

solutions, and new training initiatives designed to protect all of the Army's critical information infrastructure. It includes worldwide monitoring of Army information systems to detect intrusion attempts. The program also integrates security tools into the information systems architecture of sustaining base installations and into the design of battlefield information systems and networks. The Army's NSIP ensures our information systems remain secure and ready to support the force.

The U.S. Army Corps of Engineers

The USACE is an Army Major Command (MACOM) that performs shaping, responding, and preparing functions in pursuit of its broad mission to provide quality, responsive engineering services to the Nation and the Army. Its diverse workforce of civilian and military engineers, scientists, and other professionals not only support military missions, but also contribute to the well being of all Americans. Besides providing engineer services for SSC operations, the USACE also assists government agencies of emerging democracies and international organizations. In the United States and its territories, it has repeatedly demonstrated an impressive capability for supporting emergency response activities in the wake of floods, hurricanes, earthquakes, and other emergencies. The USACE owns and operates 75 hydropower projects comprising 24 percent of all U.S. hydropower capacity, operates 383 major flood control reservoirs, and has emplaced over 8,500 miles of flood control levees. Its maintenance of navigation channels for America's harbors and inland waterways is essential to commerce and strategic mobility. By providing engineering and problem-solving expertise to over 60 federal agencies, numerous state and local governments, and friendly nations, the USACE continues its tradition of service to our Nation and the Army.

The J. Strom Thurmond Lake and Dam Powerhouse, Clarks Hill, SC, is one of 75 hydropower facilities operated by the U.S. Army Corps of Engineers.